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Who's Who in BLM

Second Edition

A GUIDE TO THE TOP MANAGERS

ished By: _____

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is the mother of triplets?

is a bone marrow donor?

is an iron man competitor?

is a volunteer that helps the homeless?

has worked for the Peace Corps?

has a high interest in house renovation?

are dueling motorcyclists who enjoy high performance driving and auto racing?

was a paratrooper in the military?

collects baskets?

You will find the answers to all of these questions and some of your own by going through the pages of this Second Edition of "Who's Who in BLM." Featured are directors and associate directors from the Bureau's Headquarters Office, 12 State Offices, the National Interagency Fire Center and Denver Service Center.

We hope that you will learn more about these people through their management style, accomplishments, education, and interests. They are the most diverse group of managers in BLM ever, have a great deal of respect for their staffs, and are extremely dedicated to their jobs. We plan to update this publication annually as necessary, so keep this copy for a reference.

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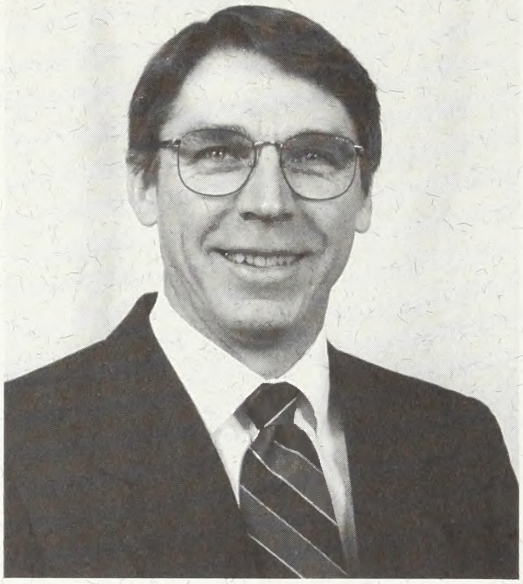

Michael P. Dombeck

Acting Director

Management Style:
"Working with people; motivating them; making them feel valued is the key. Communicate, communicate, communicate. Keep it simple."

Education:
Iowa State University, Ph.D., Fisheries Biology
University of Minnesota, M.S., Zoology
University of Wisconsin-Stevens Point, M.S.T., B.S., Biology/General Science

Place of Birth:
Stevens Point, WI

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Years of Service:
Government: 17 DOI: 2 BLM: 5

Accomplishments He Is Most Proud Of:
"I am proud of being a part of a very close family that has fun together and being a bone marrow donor for a person from Olympia, WA."

Career Highlights:
Fishing Guide
Taught Biological Sciences at the high school and college level
National Fisheries Program Manager
Science Advisor and Special Assistant to the Director, BLM, Washington, DC
Acting Assistant Secretary/Deputy Assistant Secretary, DOI, Washington, DC
Chief of Staff to the Assistant Secretary, Land and Minerals Management, DOI, Washington, DC

Interests:
"I enjoy almost every outdoor activity there is — from skiing to fishing, hiking to white water rafting. I also indulge in oil painting, writing, and as much reading as time permits, which lately isn't much."

Components of a Successful Lifestyle:
"A good balance between work and recreation, not taking myself too seriously, and enjoying the humor in the world."

Family:
Wife, Pat; daughter, Mary.

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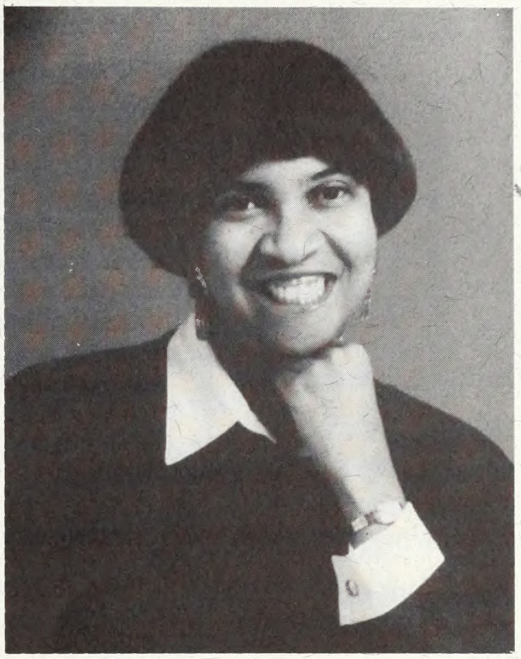
Denise P. Meridith

Deputy Director



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Management Style:
"I guess my management style is pretty direct. I don't like to beat around the bush; I like having honest, forthright, and informed discussions."

Education:
Cornell University, B.S., Natural Resource Management
University of Southern California, M.P.A.,
Public Administration

Place of Birth:
Brooklyn, NY

Years of Service:
Government: 22 DOI: 22 BLM: 22

Accomplishments She Is Most Proud Of:
"Actually three come to mind. I am very proud of having reestablished the mission of Eastern States when I was State Director there. I am very pleased with the selections so far of BLM's leadership team. And I am proud to have been able to successfully lead BLM's efforts for a simplified budget process."

Career Highlights:
State Director, BLM, Eastern States
Associate State Director, BLM, Sacramento, CA
Deputy State Director for Renewable Resources, BLM, Santa Fe, NM

Interests:
Photography, showing Cairn terriers, and public speaking.

Components of a Successful Lifestyle:
"For me, you must be able to laugh at yourself and live with your conscience. In addition, you need a few really good friends."

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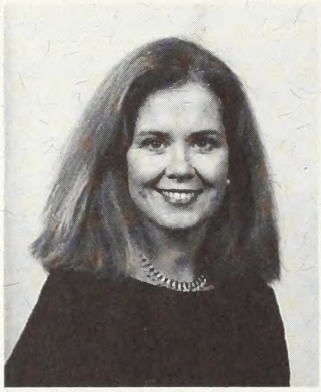

Nancy Keir Hayes

Chief of Staff and Counselor

Management Style:
"I have high standards, but I encourage employees to take risks, make mistakes, and learn from experience on the job in addition to structured training."

Education:
St. Anselm's College, Manchester, NH, B.A., Political Science
Catholic University School of Law, Washington, DC, J.D.

Place of Birth:
Schenectady, NY

Years of Service:
Government: 7 DOI: 6 BLM: Less than 1 year

Accomplishments She Is Most Proud Of:
"My contribution to the Office of Surface Mining as a member of the Interim Management Team; working with the BLM Director and other members of the management team at BLM to improve communications between BLM and the Office of the Secretary (including the various Assistant Secretaries); and facilitating the clear dissemination of the Administration policy within the BLM."

Career Highlights:
Acting Deputy Assistant Secretary, Land and Minerals Management, DOI
Special Assistant to the Secretary (SIO)
Attorney, Steptoe and Johnson, Washington, DC

Interests:
Skiing, sailing, biking, reading, the beach, and family.

Components of a Successful Lifestyle:
"A balance between challenging work and a full, rich life away from work."

Family:
Married, three sons (triplets).

Nina Rose Hatfield

Assistant Director, Business and Fiscal Services

Management Style:
"Establish goals; position people where they can be effective; and provide support where needed."

Education:
Indiana University, B.A., History, Doctor of Jurisprudence (Attorney at Law)

Years of Service:
Government: 16 DOI: 16 BLM: 1

Accomplishments She Is Most Proud Of:
"I have enjoyed working with the Bureau even before my permanent assignment of developing an approach to reengineering and in coordinating the Reengineering for Quality Teams. I learned a lot about work processes and teams. In the Office of Surface and Mining (OSM) the West Virginia State Program, one of the largest, was threatened by Federal takeover. We were able to provide assistance to position West Virginia to run an acceptable program."

Career Highlights:
Assistant Deputy Director, Operations and Technical Services, OSM, Washington, DC
Field Office Director, OSM, Columbus, OH
Assistant Regional Director, Inspection and Enforcement, OSM, Indianapolis, IN
Assistant Attorney General, State of Ohio, Columbus, OH

Interests:
Water skiing, golf, and house renovation.

Components of a Successful Lifestyle:
"Balance between work and personal life. In my case, the Hatfields have a very strong, extended family that provides support and fun."

Marilyn Hall Johnson

Acting Assistant Director, Human Resources

Management Style:
"My management style is direct. I tend not to micromanage and I expect quality work products in exchange."

Education:
Grambling State University, B.S., Sociology

Place of Birth:
Chicago, IL

Years of Service:
Government: 22 DOI: 12 BLM: 12

Accomplishments She Is Most Proud Of:
"Being asked to serve as Acting Assistant Director for Human Resources and being named as personnel officer for the Peace Corps in 1984."

Career Highlights:
Deputy State Director for Administration, BLM, AZ
Personnel Officer for BLM, OR/WA
Personnel Officer, the Peace Corps, Washington, DC

Interests:
Playing golf and reading.

Components of a Successful Lifestyle:
"Working hard, playing fair, play for fun and going home when you are tired."

W. Hord Tipton

Assistant Director, Resource Use and Protection

Management Style:
"Results—based, collaborative, yet decisive—entertain and invite as many viewpoints as possible."

Education:
Morehead University, B.S., Chemistry
University of Tennessee, M.S., Engineering Administration.

Place of Birth: Mt. Sterling, KY

Years of Service:
Government: 15 DOI: 15 BLM: 1

Accomplishments He Is Most Proud Of:
"As director of the key State Office for the Office of Surface and Mining (OSM), I provided the leadership responsible for transforming the key regulatory and reclamation program for mining from the poorest performing to the Nation's best program. I opened and staffed the office with outstanding individuals, five of whom have since become State Directors. As Deputy Director for OSM, I personally lead the redevelopment of the Nation's Coal Applicant Violator System, a counter system that records and tracks responsible parties for mining reclamation. This system is currently the most effective enforcement tool in the OSM."

Career Highlights:
Acting Director, OSM, Washington, DC
Director, International Activities and Marine Mineral Mining, Washington, DC
Deputy Director, OSM, Washington, DC

Interests: Martial Arts, triathlons, hunting, fishing, sports and community service.

Components of a Successful Lifestyle:
"Balancing the demands of stressful work situations with personal interests, being content with knowing you have done the best you could, and knowing you made a positive contribution toward making your organization and your community better places to work and live."

Family:
Daughter, Carrie Ann, University of Virginia graduate (law).
Son, Christopher, University of Virginia graduate (journalism).

BLM Overview

Acres Managed:
270 million of public lands
570 million subsurface acres

State Offices: 12
District Offices: 59
Resource Area Offices: 140

FY 95 Budget: $1,229,033,000*
Employees: 9,650

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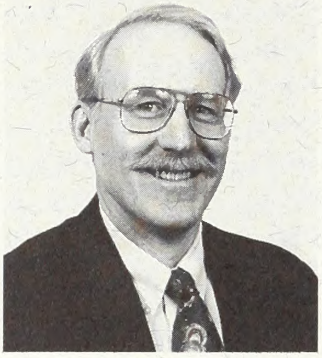


Maitland Sharpe

Assistant Director,
Resource Assessment
and Planning

Management Style:
"Informal, flexible, outcome-oriented, team-oriented, cooperative, and friendly. I'm accustomed to working in a team atmosphere with people who are dedicated to a shared mission, who support each other, change roles, fill in as needed to get the job done, and feel good about what they do."

Education:
Swarthmore College, B.A.
Stanford University, Ph.D. Program (no degree)

Place of Birth:
Washington, DC; raised in Virginia

Years of Service:
"I have worked in national issues of resource policy for 24 years, and have maintained a particular connection to public rangeland issues since FLPMA was planned in 1976."

Accomplishments He Is Most Proud Of:
"I'm proud of having helped to raise two wonderful, enjoyable kids, though most of the credit goes to my wife. I'm proud of having helped the Izaak Walton League to weather the challenges of downsizing and reorganization while remaining an effective voice for resource conservation."

Career Highlights:
Executive Director, Izaak Walton League
Associate Executive Director, Izaak Walton League
Conservation Director, Izaak Walton League

Interests:
"I enjoy hunting, fishing, canoeing, backpacking, bicycling, photography, and reading—especially when done with my wife and two daughters."

Components of a Successful Lifestyle:
"Challenge, stimulation, a chance to make a difference, a wide range of interests, and time to pursue some of them; time with friends and family, time outdoors, and time to unwind and recall what is important and what isn't; and trying to make things a little better than you found them."

Family:
"Wife, Susan Gibson Sharpe; two daughters, Kate, 15, and Alison, 12; wonderful, all of them."

Washington Office Teams

Deputy Director
Public Affairs/Correspondence
IRM/Modernization Liaison Team
Strategy and Special Response
Native American Program
Legislative Affairs

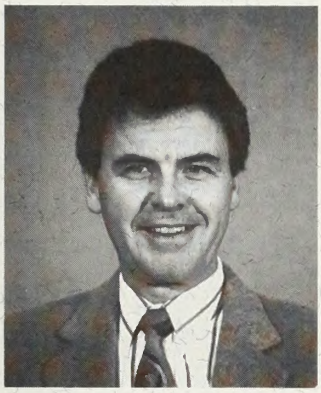
Resource Use And Protection
Use Authorization
Compliance
Biotic/Landscape Resource
Rehabilitation, Restoration, Reclamation
Fire and Aviation
Law Enforcement

Resource Assessment and Planning
Resource Assessment
Resource Planning
Ecosystem Coordination
Geographic Sciences
Special Areas/Land Tenure
Intergovernmental/International
Regulatory Management

Human Resources
Executive Initiatives
Equal Employment Opportunity
Volunteers/Environmental Education

Business and Fiscal Services
Budget and Finance
Property/Acquisition Management
Headquarters Services
Management Improvement/Evaluation

ALASKA



Tom Allen
State Director

Management Style:
"Others have a more accurate view than I do, but I believe it to be a mix of expecting folks to do a lot on their own without my involvement and getting involved in the details on some things. With a State as large and diverse as Alaska, it is critical that BLM people at all levels be able to use their own talents and knowledge to move forward with the job we have to do."

Education:
University of Montana, B.S., Forestry

Place of Birth:
West Allis, WI

Years of Service:
Government: 32 DOI: 32 BLM: 32

Accomplishments He Is Most Proud Of:
"Simplifying as much as possible and obstructing the 'complicators' as much as possible, and managing organizations within budget while meeting priority commitments."

Career Highlights:
Assistant Director for Management Services, BLM, Washington, DC
Associate Director, BLM, Phoenix, AZ
Branch Chief, Division of Budget, BLM, Washington, DC

Interests:
Hiking, motorcycle riding, jazz music, and automobile racing.

Components of a Successful Lifestyle:
"Being kind to family and friends, going on as many motorcycle rides as possible and not miss watching too many automobile races."

Family:
Married with five grown children.

Sarah E. "Sally" Wisely
Associate State Director

Management Style:
"Active, open, flexible."

Education:
University of New Mexico, M.S., Outdoor Recreation Planning
Kansas State University, B.S., Communication

Place of Birth:
Atchison, KS

Years of Service:
Government: 18 DOI: 18 BLM: 18

Accomplishments She Is Most Proud Of:
"I was instrumental in establishing The Four Corners Council and have helped maintain good relationships with the Four Corners Tribes. I also initiated two unique oil and gas programs—water quality testing and 'broadenhead' testing."

Career Highlights:
BLM Area Manager for multiple-use management of public lands in southwest Colorado.
BLM Chief, Public Affairs, for all public and media contacts, involvement, and relations for the agency in the States of New Mexico, Texas, Oklahoma, and Kansas.

Interests:
Cross-country skiing, rafting, tennis, backpacking, writing, and music.

Components of a Successful Lifestyle:
"To be fully present in each moment with an open heart, mind, and a free spirit."

Family:
Single with two dogs and a cat.

Alaska State Office

Acres Managed:
92 million acres of public lands
232 million subsurface acres

District Offices: 5
Employees: 383

FY 95 Budget: $61,635,000*

ARIZONA

Lester Rosenkrance
State Director

Management Style:
"Delegate to the lowest levels. I provide guidance and let people know what my expectations are, and then give them the responsibility and hold them accountable."

Education:
University of Idaho, B.S., Forestry Range Management

Place of Birth:
Pocatello, ID

Years of Service:
Government: 34 DOI: 27 BLM: 27

Accomplishments He Is Most Proud Of:
"I've been able to help some marginal employees become exceptional employees for the Bureau. I've also been instrumental in simplifying Arizona's budget process by changing the roles of the State Office, District, and Resource Area offices so that people are held more accountable and given the tools to accept that responsibility."

Career Highlights:
Associate State Director, BLM, AK
District Manager, BLM, Safford, AZ
Natural Resource Specialist, BLM, Washington, DC

Interests:
"I love hunting, fishing, and anything that takes me outdoors."

Components of a Successful Lifestyle:
"You can't take yourself too seriously. You have to take time to enjoy your family and the other things you like to do and not let your job dominate."

Family:
Wife, Lowayne; sons, Ken and David.

Bruce Conrad
Associate State Director

Management Style:
"I'm very open. I like to get advice. I like to set the sideboards, delegate down, and let people do their thing."

Education:
Kansas State University,
B.S., Range and Pasture Management

Place of Birth:
Manhattan, KS

Years of Service:
Government: 32 DOI: 32 BLM: 32

Accomplishments He Is Most Proud Of:
"I'm proud of Arizona's Changing With the Times organizational strategy and our good management of human resources. If you do a good job managing diverse human resources, you'll do a good job managing the health of the land and I think we've accomplished that here in Arizona."

Career Highlights:
District Manager, BLM, Grand Junction District
Deputy State Director, Operations, BLM, CA
Special Assistant to State Director, BLM, CA

Interests:
Skiing and woodworking.

Components of a Successful Lifestyle:
"You have to love your job and have fun in it, or what's the sense in doing it? It's something that should be reflected to your fellow employees."

Family:
Wife, Margaret; sons, Brent and Blaine.

Arizona State Office

Acres Managed:
14.2 million acres of public lands
17.5 million subsurface acres

District Offices: 4
Resource Area Offices: 10

FY 95 Budget: $34,673,000*
Employees: 560

CALIFORNIA

Ed Hastey
State Director

Management Style:
"Focusing on the formation of partnerships with agencies and groups while involving affected interests early to arrive at consensus on critical issues."

Education:
University of Washington, B.S., Forestry Engineering

Place of Birth:
Pacific Grove, CA

Years of Service:
Government: 41, including 3 in military as a paratrooper
DOI: 38 BLM: 38

Accomplishments He Is Most Proud Of:
"In 1991, helping create the California Memorandum of Understanding on Biodiversity, which was signed and supported by more than 20 Federal, State, and county agencies and associations with the approval and involvement of environmental, development, and academic constituencies. Also, planning and implementing the California Desert Plan from the mid-1970's to the 1990's with hundreds of organizations and agencies, as well as thousands of interested citizens."

Career Highlights:
Associate Director, BLM, Washington, DC
State Director, BLM, CA
Assistant Director, Administration, BLM, Washington, DC

Interests:
"I enjoy hiking and fishing with my children and grandchildren."

Components of a Successful Lifestyle:
"My successful lifestyle is spending time with family and friends and developing and protecting our natural resources with the public and BLM employees."

Family:
Wife, Joyce; sons, Robert Edward and Michael Leroy.

Al Wright
Associate State Director

Management Style:
"Involving local government and other agencies early in the decisionmaking process and always seeking input from interest groups and the public."

Education:
University of Nevada, Reno, B.S., Agriculture, Renewable Resources

Place of Birth:
Santa Ana, CA

Years of Service:
Government: 29 DOI: 28 BLM: 28

Accomplishments He Is Most Proud Of:
"Helping local groups find processes to solve divisive resource issues in northern California, and for the past five years, assisting BLM California's Human Resource Committee to strengthen such programs as statewide training, employee orientation, and incentive awards to improve working benefits for everyone. Also, chairing BLM's Field Committee to address an array of complex problems and opportunities facing the Bureau, such as customer service, range reform, and modernization."

Career Highlights:
District Manager, BLM, Ukiah, CA
Management Analyst, BLM, Washington, DC
Departmental Manager, Development Program, DOI, Washington, DC

Interests:
"I spend my free time stream fishing, gardening, and tending an orchard of fruit trees."

Components of a Successful Lifestyle:
"Spending time with your family and involving yourself in the community while carrying out the professional work of the Bureau to benefit natural resources and the public's enjoyment of those resources."

Family:
Wife, Janette; son, Scott, and daughter, Janae.

California State Office

Acres Managed:
17.2 million acres of public lands
47 million subsurface acres

District Offices: 4
Resource Area Offices: 16

FY 95 Budget: $53,031,000*
Employees: 860

COLORADO

Bob Moore
State Director

Management Style:
"Provide leadership and opportunities that enable people to develop and reach their potential and focus on the larger goals of the organization while pursuing local objectives."

Education: University of Montana, B.S., Forest Engineering

Place of Birth: Trenton, NJ

Years of Service:
Government: 40 DOI: 40 BLM: 40

Accomplishments He Is Most Proud Of:
"Working with Gordon Jennings from 1985 to 1994 to develop, continuously improve, and deliver the Management and Leadership Workshop for over 400 BLM employees. I worked in collaboration with Pete Wingle from the U.S. Forest Service and Ron Halladay from the Colorado Division of Parks and Recreation to form the Colorado Outdoor Recreation Resource Project (CORRP) in 1985. CORRP is still going because of the shared interest of dozens of participants in public land-based recreation and tourism as a significant factor in the economy of Colorado. The Colorado Ecosystem Partnership emerged in CORRP and has since spun off to become a separate organization providing leadership and support to several local ecosystem management efforts around the State."

Career Highlights:
State Director, BLM, Denver, CO
Director, BLM, Service Center, Denver, CO
Associate State Director, BLM, Lakewood, CO

Interests:
"I participate in many outdoor activities, including cycling, skiing, backpacking, and water sports. I enjoy landscape and energy-efficient design challenges. For instance, I designed, built, and live in a passive solar house. I also enjoy visiting and participating in activities with friends and family, including our two sons who live in Florida and Louisiana."

Components of a Successful Lifestyle:
"Balancing work, family, and outside interests so that each provides something to look forward to rather than something to get away from."

Family: Wife, Cindy; two adult sons, Tom and Tyler.

Carol Hamilton and a member of the Virginia Regional BASS Federation teach youngsters some facts on how the water sustains many creatures and how we can affect the environment of these creatures.

Cathy Applegate, Public Affairs Specialist, Eastern States assists a "special fisherman" during Special Kids' Fishing Day at Remington Farms, Maryland.

Colorado State Office

Acres Managed:
8.3 million acres of public lands
27.3 million subsurface acres

District Offices: 4
Resource Area Offices: 10

FY 95 Budget: $38,046,000*
Employees: 650

EASTERN STATES

Carson W. (Pete) Culp, Jr.

State Director

Management Style:
"As much as possible, I search for consensus in setting priorities and making decisions."

Education:
Pennsylvania State University, B.S., Business Administration

Place Of Birth:
Washington, DC

Years of Service:
Government: 34 DOI: 30 BLM: 20

Accomplishments He Is Most Proud Of:
"Serving on the secretarial task force to establish OSM; serving as BLM's Acting Director during the last presidential transition."

Career Highlights:
- Deputy Assistant Director, Management Services, BLM, Washington, DC
- Assistant Director, Budget and Management, OSM, Washington, DC
- Financial Manager, OSM, Washington, DC

Interests:
Civic activities, camping, boating, and model railroading.

Components of a Successful Lifestyle:
"Do good; don't harm others."

Family:
Wife, Anne; daughters, Esther Metrinko, Barbara O'Daniel and Faith; son, Clay.

Gary D. Bauer

Associate State Director

Management Style:
"The cornerstone of leadership is common sense, no matter what the issue at hand. I believe in listening, deciding (not judging), and knowing when to follow and support rather than lead."

Place of Birth:
Lancaster, WI

Education:
University of Wisconsin-Platteville, B.S., Civil Engineering

Years of Service:
Government: 23 DOI: 20 BLM: 20

Accomplishments He Is Most Proud Of:
"Introducing design and construction management concepts to the oil and gas industry in Southwest Wyoming in the '70's; serving as Team Leader for both the Reengineering for Quality Planning Team and the BLM Oil and Gas Performance Review NEPA/Planning Team; helping put Eastern States on the "BLM Map." Also, seeing folks I've coached and supported succeed."

Career Highlights:
- Authorized Officer's Representative, Alaska Natural Gas Transportation System, BLM
- Assistant District Manager, Mineral Resources, Rock Springs District, WY
- District Manager, Milwaukee District, WI

Components of a Successful Lifestyle:
"Do your best, help folks, respect the land and don't forget what Mom and Dad told you."

Interests:
"I enjoy riding Harley Davidson bikes on two lane highways, unlike Tom Allen who swears by the Japanese bikes. I also enjoy high performance driving and auto racing, the outdoors, good friends, and good music."

Family:
Wife, Alice; daughters, Jennifer Marie, Jennifer Ann, and Lisa Marie; son, David.

Eastern States Office

Acres Managed:
30,000 acres of public lands
39 million subsurface acres

District Offices: 2
Employees: 248

FY 95 Budget: $12,470,000*

IDAHO

Martha G. Hahn

State Director

Management Style:
"The art of listening, understanding, learning, and teaching. Each element is woven together like separate streams converging to form a powerful river of energy."

Education:
Utah State University, M.S., Outdoor Recreation, B.S., Forestry
El Camino College, A.A., Education

Place of Birth:
San Pedro, CA

Years of Service:
Government: 15 DOI: 15 BLM: 12

Accomplishments She Is Most Proud Of:
"Working with the Kaibab-Paiute Tribe of Northern Arizona to develop and initiate a strategy for economic development on their reservation after they voted down a waste incinerator; guiding the development of the BLM Colorado Management Team's teamwork and decisionmaking process, which resulted in a dynamic and effective leadership team."

Career Highlights:
Associate State Director, BLM, Lakewood, CO
Vice President for Conservation, Grand Canyon Trust, Flagstaff, AZ
Area Manager, BLM, Kanab, UT

Interests:
Backcountry skiing, mountain and road biking, hiking, fishing, horseback riding, white water rafting and kayaking, climbing, photography, music, and adventure travel.

Components of a Successful Lifestyle:
"Health, for daily quality of life; balance of self, internal with external; place, for self-identity; and laughter at one's self, for I shall never cease to be amused."

Elena Daly

Associate State Director

Management Style:
"My management style is people-centered and low-key. Basically, I believe in two fundamental rules: do unto others as you would have them do unto you and trust your common sense."

Education:
George Mason University Law School, J.D.
George Mason University, M.A.

Place of Birth:
Boise, ID

Years of Service:
Government 11 DOI: 11 BLM: 11

Accomplishments She Is Most Proud Of:
"That my children have grown up to be decent, caring people; that I've kept my sense of humor."

Career Highlights:
Area Manager, BLM, Clackamas Resource Area, Salem, OR
Resources Staff Chief, BLM, Needles Resource Area, Needles, CA
Section Chief, Southern Adjudication, BLM, Eastern States Office, Springfield, VA

Interests:
Reading, theater, music, hiking, and people.

Components of a Successful Lifestyle:
"Allowing myself to be human, recognizing that I will do foolish things, then do them with enthusiasm!; savoring, and appreciating the truly important elements in life–family and friends; and maintaining a healthy curiosity."

Family:
Lauren, 25; Michael, 24.

Idaho State Office

Acres Managed:
12 million acres of public lands
38 million subsurface acres

District Offices: 6
Resource Area Offices: 15

FY 95 Budget: $40,149,000*
Employees: 644

Larry E. Hamilton
State Director

Management Style:
"My management and leadership style is collaborative, empowering people to achieve their potential. I believe in a team approach to develop the mission, vision, and priorities of an organization. My style is to be a coach and motivate the team to achieve the desired outcomes."

Education:
California State University, B.A., M.A.
University of Denver, Ph.D.

Place of Birth:
Long Beach, CA

Years of Service:
Government: 21 DOI: 20 BLM: 20

Accomplishments He Is Most Proud Of:
"Under my leadership the BLM Summit convened in April 1994, and for the first time in the history of BLM, a meeting of all BLM managers and over 100 interested individuals from outside the organization came together to chart the Bureau's course for the future. I was instrumental in leading and developing the BLM's national Training Center into a state-of-the-art human resources management organization that provides training and development to over 4,000 Federal employees each year."

Career Highlights:
State Director, BLM, Billings, MT
Associate State Director, BLM, Eastern States, Springfield, VA
Manager, National Training Center, BLM, Phoenix, AZ

Interests:
Skiing, hiking, aerobics, scuba diving, fishing, and traveling.

Components of a Successful Lifestyle:
"My life's goal is to continue learning and growing as well as sharing my failures and successes with others."

Family: Married with two children, John and Gina.

Fran Cherry, Jr.
Associate State Director

Management Style:
"Consensus building."

Education:
Brigham Young University, B.S., Zoology
University of Wisconsin, M.S., Urban and Regional Planning

Place of Birth:
Orden, UT

Years of Service:
Government: 27 DOI: 27 BLM: 27

Accomplishments He Is Most Proud Of:
"I worked on the development of a centralized budget process which the Bureau just adopted. I successfully lead a team in the development of tar sand and oil shale regulations within a very short time frame."

Career Highlights:
District Manager, BLM Roswell District Office, Roswell, NM
Chief, Branch of Leasable Minerals, BLM, Washington, DC
Energy Policy Coordinator, BLM, Washington, DC

Interests:
Hunting, fishing, and woodworking.

Components of a Successful Lifestyle:
"My goal is to continue being of service."

Family:
Married, four children and two grandchildren.

Montana State Office

Acres Managed:
8.4 million acres of public lands
47 million subsurface acres

District Offices: 4
Resource Area Offices: 12

FY 95 Budget: $29,686,000*
Employees: 504

NEVADA

Ann J. Morgan
State Director

Management Style:
"I manage by constantly learning from and relying on people who are expert professionals, responsible for their own decisions, and team players."

Education:
University of California, Berkeley, B.S., Natural Resource Management
Golden Gate University, M.B.A.

Place of Birth:
Oakland, CA

Years of Service:
Government: 5 DOI: 1 BLM: 1

Accomplishments She Is Most Proud Of:
"Opportunity to serve as Nevada State Director, and having a happy, well-balanced life filled with fun, friends, and family."

Career Highlights:
Manager, Division of Aquatic Lands, Department of Natural Resources, Olympia,WA
Project Manager, Pacific, Gas and Electric Co., San Francisco, CA
Assistant Director, Project Management Services, Pacific Gas and Electric Co., San Francisco, CA

Interests:
Scuba diving and underwater photography, hiking, camping, photography, reading, and entertaining friends and family.

Components of a Successful Lifestyle:
"Love; a sense of humor; adventure and intellectual curiosity; and taking responsibility for your life."

Jean Rivers-Council
Associate State Director

Management Style:
"My management style can be summed up in two words—flexible and professional."

Education:
Tennessee State University
University of Alaska, Anchorage

Place of Birth:
Nashville, TN

Years of Service:
Government: 20 DOI: 13 BLM: 13

Accomplishments She Is Most Proud Of:
"Bringing the California Desert District into the 20th century by equipping the District with automation and a diverse and talented staff to accomplish the task; leaving the California Desert District in a better budget condition than when I arrived."

Career Highlights:
Associate District Manager, BLM, California Desert District, Riverside, CA
Realty Specialist/Legislative Aide, BLM/ Sen. Ted Stevens, Washington, DC
Supervisory Land Law Examiner, BLM, Anchorage, AK

Interests:
Reading, cross country skiing, and regular exercise.

Components of a Successful Lifestyle:
"Being true to yourself; treating others with respect and fairness; and appreciating others' differences or sameness."

Family:
Husband, Harvey J. Council, retired Air Force; three adult children, Jacquese Council-Silvas, Harvey, Jr., and Jennifer.

Nevada State Office

Acres Managed:
48 million acres of public lands

District Offices: 6
Resource Area Offices: 12

FY 95 Budget: $42,985,000*
Employees: 736

NEW MEXICO

Bill Calkins
State Director

Management Style:
"Collaboration is essential to leadership. People are the important resource. Listening skills are necessary for success. Our focus should be sustainability of the land and its resources."

Education:
Eastern Oregon College, B.S.
University of Oregon, M.A.
Johns Hopkins Advanced School of International Studies, doctoral studies

Place of Birth:
Salem, OR

Years of Service:
Government: 26 DOI: 24 BLM: 24

Accomplishments He Is Most Proud Of:
"In 1986, I started the Trout Creek Mountain Working Group in collaboration with some very talented Oregonians and the support of former State Director Bill Luscher. The purpose was to rehabilitate a large riparian watershed. Also, with the citizens of Baker City, OR, and the help of Area Manager, Jack Albright, we constructed the National Oregon Trail Interpretive Center at Flagstaff Hill."

Career Highlights:
Associate State Director, BLM, Anchorage, AK
District Manager, BLM, Vale, OR
Associate District Manager, BLM, Las Vegas, NV

Interests:
Golf, river rafting, wine tasting, hiking, and assisting our son through college.

Components of a Successful Lifestyle:
"Good health, a loving family, a job that keeps you in touch with the incredible beauty and grandeur of the public lands and it satisfies economic and spiritual needs."

Family:
Wife, Maureen; sons, Culley and Ian.

Gilbert J. Lucero
Associate State Director

Management Style:
"Participation. The issues we are confronted with are complex. Effective resolution requires collaboration with the New Mexico Executive Management Team and the various stakeholders."

Education:
Regis College, Denver, CO, B.S., Business Administration

Place of Birth:
Boulder, CO

Years of Service:
Government: 26 DOI: 20 BLM: 20

Accomplishments He Is Most Proud Of:
"Project leader for the development of the BLM-HACU (Hispanic Association of Colleges and Universities) initiative, which culminated in the signing of a MOU at the BLM Summit; successfully competing for selection as Associate State Director in New Mexico, which is providing a significant work challenge while also fulfilling many personal goals."

Career Highlights:
Deputy State Director, Administration, Lakewood, CO
Deputy State Director, Administration, Cheyenne, WY

Interests:
"Traveling, gardening, and periodically volunteering for projects that involve youth and the homeless."

Components of a Successful Lifestyle:
"Striking a good balance between work commitments and being involved with family- related activities."

Family:
Wife, Kathleen; daughter, Janice; son, Jason.

New Mexico State Office

Acres Managed:
13 million acres of public lands
41 million subsurface acres

District Offices: 5
Resource Area Offices: 8

FY 95 Budget: $42,694,000*
Employees: 776

OREGON

Elaine Y. Zielinski
State Director

Management Style:
"Be a coach and facilitator to ensure that people in the organization have the resources and skills to do their jobs; delegate the maximum responsibility that people can handle. Have some fun!"

Education:
University of Colorado, M.B.A.
Blackburn College, B.A., Math

Place of Birth:
Belleville, IL

Years of Service:
Government: 21 DOI: 18 BLM: 18

Accomplishments She Is Most Proud Of:
"Assisted in improving interagency and intergovernmental coordination in order to implement the President's Forest Plan. I have also been able to help some individuals clarify their career and personal goals and assist them in fulfilling those goals."

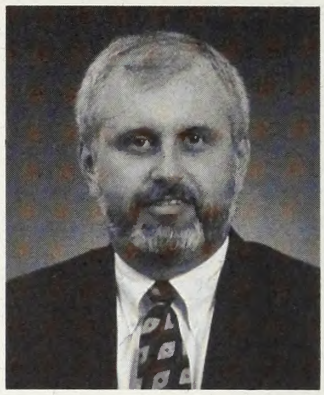
Career Highlights:
Deputy State Director for Lands and Renewable Resources, BLM, Portland, OR
Associate District Manager, BLM, Eugene, OR
Chief of Planning and Environmental Coordination, BLM, Lakewood, CO; Denver, CO; and Washington, DC

Interests:
Reading, traveling, spending time with family and friends, collecting baskets, and walking.

Components of a Successful Lifestyle:
"Balance of doing a job you really like and having a passion for and spending time with family and friends that endure a lifetime."

Family:
Married for 20 years; an 11-year-old son.

Chuck Wassinger
Associate State Director



Management Style:
"Managing natural resources by developing, supporting, and encouraging those closest to the resources to do what's right for the land in the long run."

Education:
Portland State University, B.S., Earth Sciences

Place of Birth:
Portland, OR

Years of Service:
Government: 23 DOI: 14 BLM: 8

Accomplishments He Is Most Proud Of:
"The part I've played in the success of the people that I've had the opportunity to influence, encourage, and help during my career; helping to develop mineral and energy resources in a way that is compatible with and not at the expense of other resources."

Career Highlights:
Director of Lands and Minerals, USDA, Forest Service
Director of Minerals and Geology, USDA, Forest Service

Interests:
My granddaughter, photography, fishing, golf, and restoring old cars.

Components of a Successful Lifestyle:
"Family; a challenging and interesting career; and most of all, having fun on a regular basis."

Family:
Wife, Beverly, married 24 years; two sons, Justin and Chris; granddaughter, age 10 months.

Oregon State Office

Acres Managed:
16.5 million acres of public lands
23 million subsurface acres

District Offices: 10
Resource Area Offices: 30

FY 95 Budget: $149,941,000*
Employees: 1,457

UTAH

Mat Millenbach
State Director

Management Style:
"Listen to people and try to get them to agree; and if they can't, make the best decision you can."

Education:
Michigan State University, B.S., Forestry

Place of Birth:
Detroit, MI

Years of Service:
Government: 27 DOI: 23 BLM: 21

Accomplishments He Is Most Proud Of:
"Talking my wife into marrying me, and working for the BLM."

Career Highlights:
Staff Assistant, Assistant Secretary, Land and Minerals Management, DOI, Washington, DC
Chief of Lands, BLM, Washington, DC
District Manager, BLM, Miles City, MT

Interests:
Bike riding, wind surfing, skiing, and fishing.

Components of a Successful Lifestyle:
"Being a first-rate husband, father, and public servant."

Family:
Wife, Linda, a pharmacist; son, Joe, senior, University of Minnesota; daughters, Kate, sophomore, Mereyhust College in Pennsylvania; Kristin, sophomore, Park City High School in Utah.

G. William Lamb
Associate State Director

Management Style:
"I lead by pulling, not pushing. Open, collaborative leadership philosophy encourages creativity in employees. I believe in trusting employees and promoting self improvement."

Education:
Utah State University, B.S., Range Management
College of Southern Utah, Associate Degree

Place of Birth:
Los Angeles, CA

Years of Service:
Government : 30 DOI: 30 BLM: 30

Accomplishments He Is Most Proud Of:
"Involved in the designation of wilderness in Arizona, and leader of the national task group that prepared the Bureau's Safety Strategic Plan and Implementation Action Guide."

Career Highlights:
District Manger, BLM, Arizona Strip, AZ
Assistant District Manager, BLM, Bakersfield, CA
Budget Analyst, BLM, Washington, DC

Interests:
Many outdoor sports that include hunting, camping, skiing, snowmobiling and hiking.

Components of a Successful Lifestyle:
"Good health, freedom for creativity, a fun job, volunteer service, and an enjoyable place to live."

Family:
Wife, Kathy Gurr; children: Nicole, 22; Brandon, 20; Nathan, 17; and Necia, 12.

Utah State Office

Acres Managed:
22 million acres of public lands

District Offices: 5
Resource Area Offices: 16

FY 95 Budget: $33,095,000*
Employees: 548

WYOMING

Alan R. Pierson
State Director

Management Style:
"I see my role as providing leadership and coaching. I believe in letting and expecting skilled employees to be highly productive and reach their potential."

Education:
New Mexico State University, B.S., and Graduate School in Wildlife and Range Management.

Place of Birth:
Eads, CO

Years of Service:
Government: 23 DOI: 18 BLM: 18

Accomplishments He Is Most Proud Of:
"Developing a reputation as an honest, skilled BLM manager, and getting my grandson hooked on fishing."

Career Highlights:
Acting State Director, BLM, Boise, ID
District Manager, BLM, Rawlings, WY
Management Analyst, BLM, Washington, DC

Interests:
Hunting, fishing, camping, and spending time with my family.

Components of a Successful Lifestyle:
"Good health, good friends, challenging work, and a strong family."

Family:
Wife, Damonte Pierson.

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Alan L. Kesterke
Associate State Director

Management Style:
"I believe it is essential to be open and honest, a careful listener, and to lead by example through hard work and high professional standards. I strive to create a work environment where people are linked by common goals, are enthusiastic about their work, are confident their views will be heard and where people respect the views, talent, and skill of those they work with and are committed to working together to produce the best service or product possible."

Education:
University of Michigan, B.S., Conservation

Place of Birth:
Benton Harbor, MI

Years of Service:
Government: 26 DOI: 26 BLM: 20

Accomplishments He Is Most Proud Of:
"I get the greatest sense of pride and satisfaction when I can motivate someone to accomplish something they didn't believe they were capable of, or when a group of diverse interests is brought together to complete a tough assignment."

Career Highlights:
District Manager, BLM, Montrose, CO
Assistant Chief, Division of Resources and Fisheries, BLM, Washington, DC
Chief, Division of Resources, BLM, Lewistown District, MT

Interests:
"Competitive shooting, reloading, hunting, hiking, youth sports, and Boy Scouts."

Components of a Successful Lifestyle:
"Focus on the family; consideration and courtesy for the people you work with; working hard, yet having fun, and keeping a sense of humor; being a participant, not a spectator, as events occur; and absolute honesty at all times."

Family: Wife, Susan; sons, Kristopher and Matthew.

Wyoming State Office

Acres Managed:
18 million acres of public lands
30 million subsurface acres

District Offices: 4
Resource Area Offices: 11

FY 95 Budget: $38,837,000*
Employees: 720

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Who's who in BLM

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Denver Service Center (DSC)

Larry Bembry
Director

Management Style:
"I rely heavily on partnerships and collaboration to bring about innovations, improvements, and opportunities to organizations and people.
I am a negotiator who likes to create an environment of participation. I take a visionary approach to issues and production and seek creative and workable solutions."

Education:
American International College, Springfield, MA,
B.S., Industrial Management and Accounting.

Place of Birth:
Columbus, OH

Years of Service:
Government: 30 DOI: 3 BLM: 1

Accomplishments He Is Most Proud Of:
"Serving in natural resource line positions coming from an administrative background and education."

Career Highlights:
Director, Service Center, BLM, Denver, CO
Director, Resources Program and Assessment (Strategic Planning) National Headquarters, U.S. Forest Service
Deputy Regional Forester, U.S. Forest Service, San Francisco, CA

Interests:
Model railroading, tennis, and racquetball.

Components of a Successful Lifestyle:
Balance between work and family, with emphasis on family.

Family:
Married with four children and four grandchildren.

Linda Colville
Associate Director

Management Style:
"Participative, analytic, outgoing, and curious to learn."

Education:
George Mason University,
M.A., Public Admin.
University of Maryland,
B.S., Technology Mgmt.

Place of Birth:
Indianapolis, IN

Years of Service:
Government: 21 DOI: 3 BLM: 3

Accomplishments She Is Most Proud Of:
"Contributing to organizations as a multiple careerist: clerk, personnel, automation management, professor, general management, and natural resources management. More recently, getting the ALMRS contract awarded with full DOI and OMB support, and without protest."

Career Highlights:
Professor of Systems Management, Department of Defense, Washington, DC
Director, Health Systems Policy Evaluation, Office of the Secretary of Defense, Washington, DC
Director, Office of Program Analysis and Review, Department of Defense, Washington, DC

Interests:
"Hiking, racquetball, hammered dulcimer, breadmaking and most anything else except quantum physics and auto mechanics."

Components of a Successful Lifestyle:
"Maintaining the dynamic balance between various interests, opportunities and stakeholders in your life; good and trustworthy friends; continuous personal growth."

Family:
Husband, Mark, a human resources manager.

Denver Service Center
FY 95 Budget: $19,258,000* **Employees:** 346

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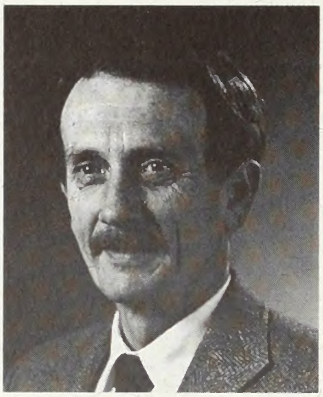
National Interagency Fire Center (NIFC)



Alan J. Dunton

Director, Fire and Aviation

Management Style:
"A willing listener who carefully weighs all employee input, I allow my staff considerable latitude to manage their own programs, giving thoughtful guidance along the way."

Education:
Studied at Oregon and Portland State Universities.

Place of Birth:
Molalla, OR

Years of Service:
Government: 29 DOI: 27 BLM: 27

Accomplishments He Is Most Proud Of:
"I have two outstanding teenage daughters with good values and judgment. I am responsible for turning the Alaska smokejumper program into a world-class initial attack organization."

Career Highlights:
Chief, Fire and Aviation Policy and Management, NIFC, Boise, ID
Chief, Fire and Aviation Management, BLM, Nevada
Chief, Fire Suppression, Alaska Fire Service, BLM, Fairbanks, AK

Interests:
"I'm an avid big game hunter and enjoy fishing. I especially enjoy sharing outdoor experiences with my two teenage daughters."

Components of a Successful Lifestyle:
"Family, friends, a job which allows you to make a difference and a yard large enough so that you'll never get caught up."

Family:
Wife, Mary; daughters, Melanie, 18, and Amber, 16.

Willard D. "Skip" Scott, Jr.

Administrator

Management Style:
"My management style is very open and dynamic. It provides positive results from employees, and I am willing to tackle and resolve tough issues."

Education:
Attended Washington State University, majoring in Journalism.

Place of Birth:
Missoula, MT

Years of Service:
Government: 22 DOI: 22 BLM: 22

Accomplishments He Is Most Proud Of:
"I participated in the establishment of the Alaska Fire Service and helped develop the wildland fire interagency dispatch and coordination system."

Career Highlights:
Chief, Division of Fire Operations, BLM/NIFC, Boise, ID
National Operations Officer, National Interagency Coordination Center, BLM/NIFC, Boise/ID
Manager, Alaska Interagency Fire Coordination Center, Alaska Fire Service, BLM, Fairbanks, AK

Interests:
All outdoor activities, including hunting and fishing.

Components of a Successful Lifestyle:
"Balancing family time with meaningful career achievements."

Family:
Wife, Linda; one son, Chance, 12 years old.

* *State budget totals do not include bureauwide fixed cost, bureauwide leave surcharge, or bureauwide permanent change of station dollars. State budgets may not include transfers from other agencies. State budgets do not include emergency DOI Firefighting Funds.*

NIFC

FY 95 Budget: $25,832,000* **Employees:** 260

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